

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Camdel Metals Corp

#### Delaware Manufacturing Extension Partnership

#### Camdel Metals Corporation Increases Production by 50 Percent with Lean

##### Client Profile:

Camdel Metals Corporation, a division of Handy & Harmon Tube Co., is a custom manufacturer of seamless stainless steel coiled and straight-length tubing. Seamless coil tubes are available for petrochemical applications, including process construction, general control systems, steam and heat trace, control line, down hole and subsea umbilical applications. Straight-length tubes are available for aerospace, semiconductor, medical, chromatography, flow measurement and sensing and general instrumentation industries. The company employs 150 people at its facility in Camden, Delaware.

##### Situation:

Camdel Metals was introduced to Lean enterprise concepts through training programs organized by the Delaware Manufacturing Extension Partnership (DEMPEP), a NIST MEP network affiliate, and financed in part by the Delaware Economic Development Office (DEDO). The training had begun in 2006, as part of an overall Handy & Harmon initiative to instill a Lean culture at all its plants. They hired an outside consultant to make recommendations at the corporate level. After the consultant completed his reports, Handy & Harmon executives began conducting some training at the plant level. Then they determined that the training could be accomplished more efficiently by using trainers based near the plants, so they contacted DEMPEP. One of the biggest issues facing Camdel was improving its rate of on-time deliveries. There was also a recognition that the culture within the plant had to improve in order to increase productivity and efficiency.

##### Solution:

DEMPEP trainers Kim Kilby and Lisa Weis proposed a systematic approach that is part of DEMPEP's Lean Enterprise program. First, a series of one-day Principles of Lean Manufacturing workshops was held for all employees. Then a cross-functional team participated in a more intensive two-day Value Stream Mapping (VSM) event that mapped every step in the production of Camdel's large coil and straight tubing families, the first step to identifying and implementing improvements within the plant. After that event, all employees participated in a half-day of classroom training on 5S Visual Workplace Organization and Standardization. This was followed by Kaizen events with smaller focused teams in the plant's 1421 Bull Wheel, Hydro Test and Coil Degreaser production areas. DEMPEP also conducted a Total Productive Maintenance workshop and a Set-up Reduction/Quick Changeover workshop. The workshops had been identified in the VSM event as areas of opportunity to help Camdel improve production equipment uptime. DEMPEP's work with Camdel led to increased productivity, improved customer service, increased earnings, and improved the return on capital investments.

##### Results:

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- \* Increased production by 50 percent.
- \* Increased delivery by 25 percent.
- \* Reduced customer returns by two-thirds.
- \* Reduced on-the-job injuries from 8.9 to 6.0, well below the industry norm of 9.5.

#### **Testimonial:**

"Production is up, profitability is up. Waste and returns are down. The velocity of change has been very high. I credit DEMEP for that. These improvements are being realized at a time of significant sales growth in the business. The timing of the productivity gains has helped us continue to meet customer needs during increased customer demand."

Tony Campbell, Director of Operations